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This is our Communication on Progress
in implementing the principles of the
United Nations Global Compact and
supporting broader UN goals.

We welcome feedback on its contents.

United Nations Global Compact – COMMUNICATION ON PROGRESS by Ryanair DAC for the period November 2021 to November 2022

1. STATEMENT OF CONTINUED SUPPORT BY THE CHIEF EXECUTIVE OFFICER

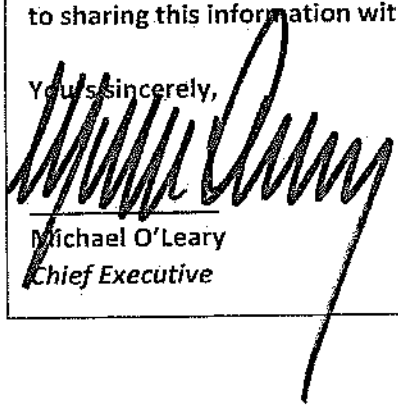
5 November 2022

To our stakeholders:

I am pleased to confirm that Ryanair reaffirms its support for the Ten Principles of the United Nations Global Compact in the areas of Human Rights, Labour, Environment and Anti-Corruption.

In this annual Communication on Progress, we describe our actions to continually improve the integration of the Global Compact and its principles into our business strategy, culture and daily operations. We also commit to sharing this information with our stakeholders using our primary channels of communication.

Yours sincerely,


Michael O'Leary
Chief Executive

2. DESCRIPTION OF ACTIONS

2.1 Actions that the Ryanair Group ("Ryanair" and the "Company") has taken in the area of **Human Rights** include the following:

2.1.1 Ryanair operates according to its Code of Business Conduct & Ethics. In the introductory statement, the Code provides that:

- Ryanair is committed to conducting business in an ethical fashion that complies with all laws and regulations in the countries in which Ryanair operates. As employees and representatives of Ryanair, we must consider how our actions affect the integrity and credibility of the Company as a whole. This Code of Business Conduct & Ethics sets out the principles that constitute our way of doing business. In addition to the Code of Business Conduct & Ethics, employees are also bound by the terms of the "Rough Guide to Ryanair" which contains employees' terms and conditions of employment with Ryanair as amended from time to time.
- The Chief Executive Officer ("CEO") and management at all levels of Ryanair are responsible for ensuring adherence to this Code. They are expected to promote an "open door" policy so that they are available to anyone with ethical concerns, questions or complaints. All concerns, questions, and complaints will be taken seriously and handled promptly, confidentially and professionally.
- Any significant deviations from this Code will be reported to the Audit Committee. Amendments to this Code will be reviewed and approved by the Audit Committee. For executive officers, only the Board of Directors may grant a waiver of a provision of this Code.

2.1.2. Regarding human rights, the following standards of conduct are enforced at all levels within Ryanair:

- Slavery & human trafficking statement – Ryanair does not tolerate any infringement of human rights, including the use of forced, compulsory or trafficked labour, or anyone held in slavery or servitude (whether adults or children) in any part of our business or supply chain. We endeavour to only use suppliers that adhere to these principles and provide a safe and healthy environment for their employees.
- Non-discrimination policy – The working environment created by Ryanair promotes equal employment opportunities and prohibits discriminatory practices. In line with Article 1 of the Universal Declaration of Human Rights, all of our people are born free and equal in dignity and rights. At Ryanair, we provide all employees with a safe, flexible and respectful environment to work in, which is free from discriminatory practices including harassments (sexual, physical or verbal). Ryanair adheres to the International Labour Organisation conventions on anti-discrimination. Our people must treat everyone fairly, equally and without discrimination irrespective of gender, age, disability, ethnic or racial origin, religion, belief or sexual orientation. Similarly, employees and candidates will be judged on the basis of their behaviour and qualifications to perform their jobs, without regard to race, gender, religion, disability, age, marital status, sexual orientation, political beliefs or any other characteristic protected by applicable laws. We adhere to these principles in all aspects of employment, including recruitment, promotions, compensation and benefits, training and discipline. All employees share the responsibility of fulfilling Ryanair's commitment to fair and equal employment practises. Our people have the right to raise issues or to make an enquiry or complaint in a reasonable and respectful manner without being victimised. Reports can be made in confidence to the Equality Officer who will investigate the allegation in full and take corrective action as it deems warranted under the circumstances.
- Gender equality – Our pilots and cabin crew (representing almost 90% of our total workforce) are covered by negotiated collective agreements or set pay rates, under which our female

pilots and cabin crew are paid the same basic salary and the same variable pay rates as their male colleagues.

2.2 Actions that Ryanair has taken in the area of **Labour** include the following:

2.2.1 Ryanair's Code of Business Conduct & Ethics provides that:

- Employment laws & regulations – Ryanair is committed to the fair and equitable treatment of all employees and abides by employment laws in the countries in which it does business.
- Health & safety laws & regulations – Ryanair strives to provide its employees with a safe and healthy working environment. Ryanair will conform to all applicable laws and regulations relating to workplace health and safety. Every employee is responsible for complying with the law, with safe work practices and with the Ryanair Health & Safety policies in order to ensure their own health and safety. All employees must use all safety equipment as may be required in the normal course of their work.

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2.2.2 Industrial relations:

Since joining in the UN Global Compact in 2017, Ryanair has made significant changes in the area of industrial relations. Prior to December 2017, Ryanair had followed a long-standing practice of collective bargaining which involved direct engagement with employees and formal Ryanair/employee collective agreements, negotiated by individual base. In December 2017, Ryanair changed this policy and announced that it would pursue negotiations through trade union bargaining. Since then, Ryanair Group airlines have concluded Collective Labor Agreements ("CLAs") with Trade Unions in most major markets. In March 2020, we opened discussions with trade unions and employee representative groups throughout Europe on emergency agreements which included modest short-term pay cuts (to be fully restored over the lifetime of the agreements) plus productivity improvements and job protection. These agreements gave Ryanair's people the reassurance that we would protect their jobs at a time when competitors were cutting thousands.

As we began the long recovery process following Covid, we started working with our union partners to negotiate accelerated pay restoration agreements, so that we can restore pay as quickly as possible. To date, we have already successfully negotiated improved long-term agreements with over 85% of our Pilots, and over 90% of our Cabin Crew, as we prioritise post-Covid pay improvements." The right of workers and employers to form and join organizations of their own choosing is an integral part of a free and open society. From the cockpit and cabin to the engineering hangars and our support teams, our people are key to the success of the business. We are committed to promoting an open and inclusive workplace where all employees feel more engaged and inspired to achieve their maximum potential. As Europe's largest airline, the Ryanair Holdings group recognises and respects the basic right of all employees to associate freely, to join or form a trade union and bargain collectively. Where employees are represented by a recognised trade union, we are committed to establishing and maintaining a constructive dialogue with their chosen union. In locations where employees are not represented by a trade union, Ryanair will provide opportunities for employees to be heard through Employee Representative Committees (ERC). We are committed to bargaining in a constructive manner to seek mutually beneficial collective agreements that protect and improve the company's business model while delivering competitive pay, benefits and work life balance for our people. Ryanair fully respects and supports workers democratic rights to participate or not participate in trade unions without fear of intimidation, pressure or reprisal. We support the International Labour Organization's (ILO) Declaration on Fundamental Rights and Principles at Work, including the ILO declaration on the freedom of association and the right to collective bargaining.

- The Covid-19 pandemic decimated the aviation industry, and required the whole European aviation ecosystem to scale back capacity which meant that revenues collapsed to zero.

Against this background, Ryanair signed agreements with our people and their unions that helped to avoid widespread job losses. Attracting and retaining aviation professionals to Ryanair throughout COVID-19 has had its challenges, however, over the last year, we have increased our headcount by 18%.

2.2.3 Ryanair also promotes a family-friendly work environment for flight crew:

- Firstly, due to our industry leading fixed rosters, Ryanair's crew have no planned overnights, they go home each night to their own beds. Our new work-life balance policies allow our office based teams to adopt a mix of working from home and from the office.
- Also, as part of Ryanair's Diversity, Equality and Inclusion programme, Ryanair is committed to building on the number of female employees in management and leadership positions. More than 70% of management promotions in the past year have been taken up by female workers. The airline industry traditionally experiences a lack of female pilots and male cabin crew, however over the past few years we have seen a gradual increase in female recruits for our cadet courses. Following engagement with the European Commission, Ryanair attended the *Move More Women in Transport* conference in Brussels in 2018. Ryanair supports the *EU Declaration on equal opportunities for women and men in the transport sector*.
- Ryanair is also an active member of Airlines for Dialogue ("A4D"), the industry association which engages with European stakeholders on social issues. Through this association, Ryanair participates in the EU Sectoral Social Dialogue Committee's Air Crew and Ground Handling Working Groups, and the European Commission's sub-group on social matters related to aircrews. In these settings, in particular in the Sectoral Social Dialogue Committee for Civil Aviation, A4D has asked to social partners to work together to encourage female employment in the aviation sector.

2.3 Actions that Ryanair has taken in the area of the **Environment** include the following:

2.3.1 Ryanair's aim is to be the leader in sustainable aviation. We operate one of the industry's youngest fleets with the highest load factors. Our CO2 per passenger/km pre-Covid-19 was just 66g and corresponds to post-Covid-19 emissions. Ryanair's goal is to reduce this to 60g by 2030. Carbon Disclosure Project ("CDP") awarded Ryanair an industry leading 'B' climate protection score in December 2021 (was 'B-' in 2020). We aim to achieve an 'A' in the next 2 years. To build on Ryanair's environmental progress, we have set ourselves challenging goals and targets. Ryanair's Code of Business Conduct & Ethics provides that:

- Environmental laws & regulations – Ryanair is committed to doing business in an environmentally responsible manner. This includes complying with laws involving environmental quality and related to health and safety issues. Accordingly, every employee is expected to conduct the company's business in an environmentally responsible manner and not to engage in any activity that violates environmental laws or regulations.

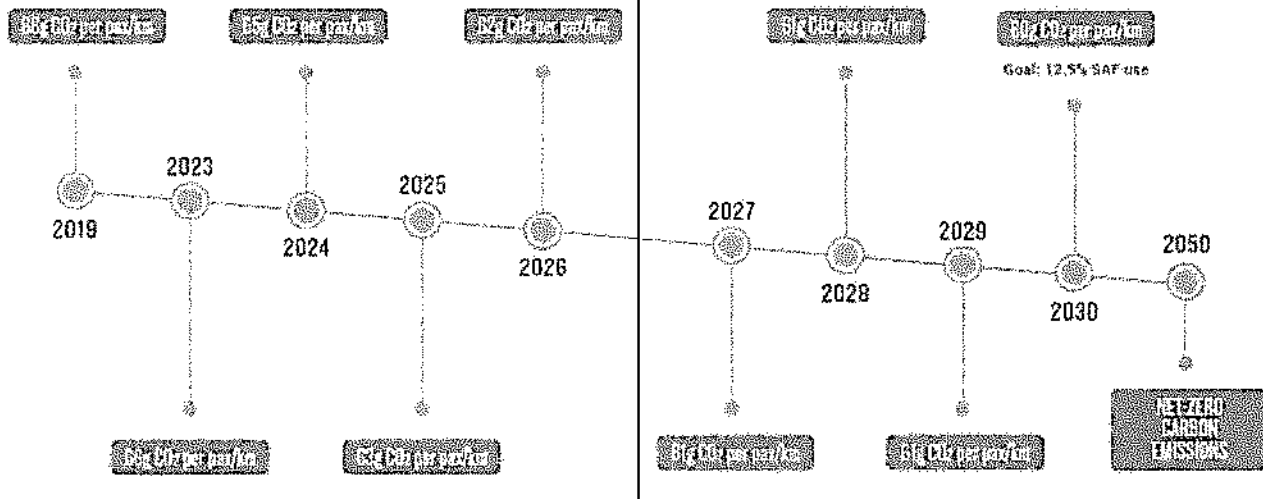
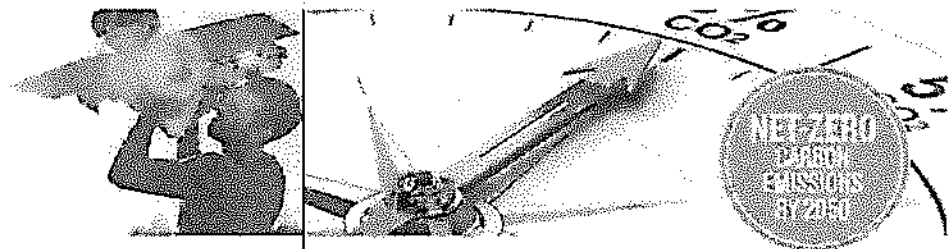
2.3.2. Ryanair's Pathway to Net Zero:

- In November 2021, Ryanair launched its Pathway to Net Zero, which aligns with the Paris Agreement and the aviation industry's Destination 2050 initiative.
- This pathway supports the delivery of our goal to reduce carbon emissions per passenger per kilometre by 10% by 2030 and achieving net zero emissions by 2050.
- Under our Pathway to Net Zero:
 - 32% of emissions reductions will come from technological & operational improvement;
 - 34% of carbon emission reduction targets will be delivered with increased use of Sustainable Aviation Fuel;
 - 10% reduction in emissions will come from the introduction of the Single European Sky initiative;

- 24% of emission reduction target to occur with offsetting and other economic measures.

RYANAIR'S JOURNEY TO 2050

We're determined to achieve goals at net-zero carbon emissions by 2050:
 reducing CO₂ emissions per passenger/km by 10% by 2030;
 powering 12.5% of Ryanair flights with SAF by 2030.



2.3.3. Ryanair avoids and reduces CO₂ emissions through

- Investment in innovative aviation technology - The new Boeing 737-8200s are fitted with CFM International LEAP-1B engines and Advanced Technology winglets. The combination of these new features reduces fuel consumption by approx. 16% on a per-seat basis, as well as operational noise emissions by up to 40%, compared to the Boeing 737-800.
- Investment in Sustainable Aviation Fuel - Ryanair's has a goal of powering 12.5% of its flights with Sustainable Aviation Fuel (SAF) by 2030. To support this, we have teamed up with Trinity College Dublin to put in place a number of research & innovation actions to accelerate the deployment of SAF. In April 2022, Ryanair announced a partnership with Neste, the world leading sustainable aviation fuel (SAF) supplier, to power approx. one third of its flights at Amsterdam Airport Schiphol (AMS) with a 40% SAF blend. This SAF will reduce greenhouse gas emissions by over 60%, supporting our Pathway to Net Zero by 2050 decarbonisation goals.
- Decarbonising own operations – we have committed to the decarbonising our own operations and introduced a number of new and updated practices to help reduce emissions in the way we do things.
- The electrification of ground handling is underway. With our handling partner Azul, we have introduced electric turnarounds in a number of our locations including all airports in Spain. With our partners in Menzies Aviation we have also introduced electric turnarounds in Amsterdam Schiphol, Gothenburg-Landvetter and Oslo Airport. Collectively these E-Turnaround lead to emission savings of c.1,000 tonnes of CO₂ p.a.
- On board our aircraft, we are working with our partners to reduce single use plastics. We have a goal to be 100% single use plastic free by 2025. Waste is managed locally by our airport partners and depending on the location, either fully incinerated or separated with eligible pieces recycled and the remainder disposed of through incineration or landfill.

2.3.4 Carbon offsetting

- While we recognise that carbon offsetting is not a long-term solution, either financially or for the environment, we support our customers to offset the emissions caused by their travel.
- In 2018, we started to offer a voluntary partial offset option in our booking process which allows customers to offset their environmental impact. In 2021, this was expanded to a full carbon calculator to enable customers to fully offset their travel emissions. We are pleased that over 3% of our passengers made a voluntary carbon contribution so far. The funds raised from these guest donations will be distributed annually to environmental charities and NGO's as selected by our people. Our offsetting programmes include the distribution of energy-efficient cookstoves in Uganda by First Climate; Balikesir's Wind Power Plant Project in Turkey and Improved Kitchen Regimes in Malawi.

2.3.5. Other Ryanair Environmental commitments:

- Ryanair is committed to minimising our environmental impact. Through a process of continuous improvement, we will:
 - Work to remove all non-recyclable plastics from our operations by 2025. To date, we are ahead of our 5-year target having introduced recyclable plastics on over 80% of our product lines.
 - We are working with our suppliers to reduce the waste from tyres that comes from our operations.
 - Decarbonise Ryanair's supply chain incl. inflight catering and ground handling
 - Fully comply with all regulations and continue to work with policy makers to make the case for smarter regulation that supports the delivery of climate targets;
 - Work with aviation industry bodies to share insights that will help the industry achieve its climate goals.

2.4. Anti-Corruption actions taken by Ryanair include the following:

2.4.1. Ryanair's Code of Business Conduct & Ethics provides that:

- No gift, hospitality or other benefit should be accepted or given that could impair, or appear to impair, an employee's objectivity or impartiality. Employees are permitted to accept gifts / entertainment of nominal value (up to approx. €500) and in a form such that it cannot be construed as a bribe. Employees are prohibited from accepting anything that is accompanied by any express or implied understanding that the recipient is in any way obligated to do something in exchange for the gift.
- In some cases, an employee may feel that refusal of a gift would be construed as discourteous by the host. In these cases, employees should accept the gift on behalf of Ryanair and report it to their department head who can then decide how best to treat it.
- Ryanair does not condone bribery in any form. Employees must not give or offer anything of material value to any customer or supplier as an inducement to obtain business or favourable treatment. Similarly, employees must not accept anything with a monetary value in return for giving favourable treatment to customers or suppliers either for themselves or others.
- Ryanair's ABAC policy is available for all our people and annual mandatory training is provided.

3. MEASUREMENT OF OUTCOMES

Ryanair Holdings plc, Europe's largest airline group, is the parent company of Buzz, Lauda, Malta Air, Ryanair & Ryanair UK. Carrying 165m guests p.a. on more than 3,000 daily flights from 90 bases, the Group connects 225 airports in 36 countries on a fleet of 512 aircraft, with a further 137 Boeing 737s on

order, which will enable the Ryanair Group to grow traffic to 225m p.a. by FY26. Ryanair has a team of over 19,000 highly skilled aviation professionals delivering Europe's No.1 on-time performance, and an industry leading 37-year safety record. Ryanair is Europe's greenest, cleanest, major airline group and customers switching to fly Ryanair can reduce their CO₂ emissions by up to 50% compared to major European legacy airlines.

3.1. Labour

In excess of 19,000 people work with Ryanair. Ryanair is an Equal Opportunity Employer.

3.2. Safety record





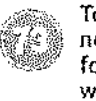



Throughout its history of more than 37 years, Ryanair has demonstrated an exemplary safety record, and is one of the industry's leading technical innovators. Ryanair continues to strive to improve the standard of safety. The company maintains a Safety Management System, the primary objective of which is to reduce and control the risks involved in flight operations, ground operations, aircraft maintenance and engineering. Ryanair is a leading participant in safety initiatives at national and European level, including close involvement with EASA, the European Aviation Safety Agency. For instance, Ryanair is a founding member of the European D4S (Data 4 Safety) group, which is an EASA/industry initiative, seeking to improve safety standards in aviation through sharing and proactive analysis of flight monitoring data.

A healthy reporting culture is a key component of a robust Safety Culture and is a driver for change, since no one understands actual performance better than operational personnel, including hazards and risks. Front-line staff will not report if there is a fear of retaliation or embarrassment. Therefore, an integral component of Safety Culture is Just Culture, in which front-line operators and others are not punished for actions, omissions or decisions taken by them which are commensurate with their experience and training, but where gross negligence, wilful violations and destructive acts are not tolerated. A Just Culture is an atmosphere of trust in which people are encouraged to provide essential safety-related information, which will be used to improve safety, but in which they also understand that a line must be drawn between acceptable and unacceptable behaviour. Staff need to feel that they are part of the solution.

3.3. Environment

Target	FY22	FY21
Net Zero emissions by 2050 (Scope 1 MtCO ₂ e)	9.2m MtCO ₂ e	2.9m MtCO ₂ e
60g CO ₂ pax/km by 2030	76g CO ₂ pax/km	83g CO ₂ pax/km
12.5% Sustainable Aviation Fuel by 2030	NA	NA
CDP 'A' rating in next two years	B	B-
Scope 2 absolute emission reduction of 35% by 2030	4,150 MtCO ₂ e	NA
Non-fuel scope 3 absolute emission reduction of 50% by 2030	172,882 MtCO ₂ e	NA

In addition to the environmental achievements/targets highlighted above, it is important to note that

WE SAID:			
 <p>of emissions reductions will come from technological & operational improvement</p>	 <p>of carbon emission reduction targets will be delivered with increased use of Sustainable Aviation Fuel</p>	 <p>reduction in emissions will come from the introduction of the Single European Sky initiative</p>	 <p>of emission reduction target to occur with offsetting and other economic measures</p>
WE DID:			
 <p>Took delivery of 73 new Boeing 737-8200s for peak summer 2022 which are 16% more fuel efficient than the previous generation and carry 4% more</p>	 <p>Entered our first SAF partnership with Neste Supported Trinity College Dublin in calculation of SAF</p>	 <p>Continued our engagement at EU level and with individual member states to make the case for Single European Sky</p>	 <p>Ryanair flights are covered by both ETS and CORSIA</p>

100% of Ryanair aircraft meet ICAO Environmental Protection NOX Standard (Chapter 6) and ICAO Environmental Protection Noise Standard (Chapter 4). Ryanair has been ranked No. 1 of 30 airlines for Noise Abatement Compliance at London Stansted Airport, and No. 1 for Continuous Descent Arrival at 7 UK airports. To date, we have taken delivery of 76 new Boeing 737-8200 "Gamechangers" aircraft ahead of peak summer 2022. These aircraft, which offer 4% more seats, yet burns 16% less fuel and reduce noise emissions by 40% have performed in line with (and frequently ahead of) expectations. In April 2022, we signed a contract with world leading Sustainable Aviation Fuel (SAF) provider, Neste, for a 40% SAF blend in Amsterdam. Both of these initiatives, building on our already excellent operations, will help us deliver our 2030 carbon intensity goal of 60g CO₂ pax/km (10% reduction) by 2030 and our 2050 Net Zero goal.

In June, July and August 2022, we registered a carbon efficiency of 65g CO₂ pax/km. Ryanair's current carbon efficiency is currently 23% lower than the 4 other major EU airlines, as the below graph demonstrates:

